

Advancing Local Leadership in USAID Programs

Presenting the Locally Led Programs Indicator



Background

In her November 2021 speech, "[A New Vision for Development](#)," Administrator Power reiterated USAID's commitment to working more closely with local development actors by setting the goal that "by the end of the decade, 50 percent of our programming, at least half of every dollar we spend, will need to place local communities in the lead to either co-design a project, set priorities, drive implementation, or evaluate the impact of our programs." To assess progress towards that target, USAID developed the Locally Led Programs indicator.

The Goal

By 2030, 50% of activities will place local communities in the lead to co-design an activity, set priorities, drive implementation, or evaluate impact.



The Indicator

Percentage of USAID-funded activities in which local partners and/or local communities lead development efforts, including priority setting, design, partnership formation, implementation, and defining and measuring results, in a given fiscal year.



Why this Indicator?

Locally led development is about more than money.

With this indicator we will:

- **Learn** - generating information to better understand how the agency advances local leadership across the range of ways USAID engages local actors, as well as across geographies, programming areas, and funding.
- **Inspire** - serving as an institutional reminder of our commitment to advancing local leadership in our programming





How Was the Indicator Developed?

Stakeholder Engagement

- 22 USAID Missions
- Other USAID staff and leadership
- >300 organizations
 - Local partners
 - Global South CBOs
 - US-based partners

Qualitative Analysis

- Identified cross cutting themes
- Ranked actions as most/least valued



BE SURE TO CHECK OUT

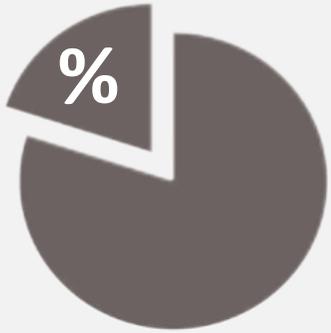
[Learning Lab's blog post about the consultation process](#)



Why the 'Good Practice' Based Approach?

- **Broad** - Recognizes the diversity of what good Locally Led Development looks like.
- **Appreciative** - Builds on the great work and practice that teams are already doing across the globe
- **Aspirational** - Sets forth a manageable list of practices which we can aspire towards
- **Adaptable** - Allows us to add new practices which we should aspire towards as they emerge, and retire old practices as they become the norm.





Locally Led Programs Indicator:

Activities that demonstrate
good practices for local leadership
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All activities in the USAID portfolio

And also: analysis of individual good practices

ACTIVITY

ADS 201 defines an **activity** as an implementing mechanism that carries out an intervention or set of interventions to advance identified development or humanitarian result(s).



Categories of Good Practices for Local Leadership

Categories of Good Practices



Working Directly with Partners



Creating Effective Local Partnerships



Recognizing, Leveraging, Strengthening Local Capacity



Engaging Communities Directly



Good Practices for Local Leadership

Categories of Good Practices

Good Practices for Local Leadership



Working Directly with Partners

- Partnering directly with local or regional partners



Creating Effective Local Partnerships

- Co-creating with local or regional partners
- Making descriptive, not prescriptive awards to local and/or regional partners
- Helping local and regional partners achieve full cost recovery



Recognizing, Leveraging,
Strengthening Local Capacity

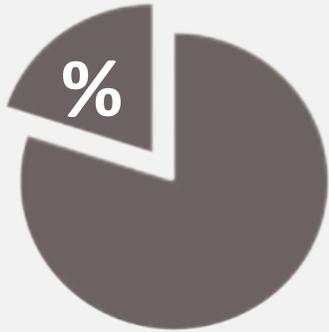
- Using demand driven capacity strengthening approaches
- Advancing local and regional actors' readiness to work directly with USAID
- Measuring programmatic success using locally defined measures
- Making local subawards and subcontracts
- Including the transition award process in prime assistance awards
- Conducting evaluations with local experts



Engaging Communities Directly

- Conducting listening tours to inform activity design
- Co-creating with stakeholders, including local communities
- Institutionalizing feedback and accountability with local communities
- Implementing participatory monitoring, evaluation and learning

Constructing an Indicator



Activities that demonstrate good practices for local leadership are those that employ at least TWO good practices across TWO different categories



Categories of Good Practices

Working Directly with Partners



Creating Effective Local Partnerships



Recognizing, Leveraging, Strengthening Local Capacity

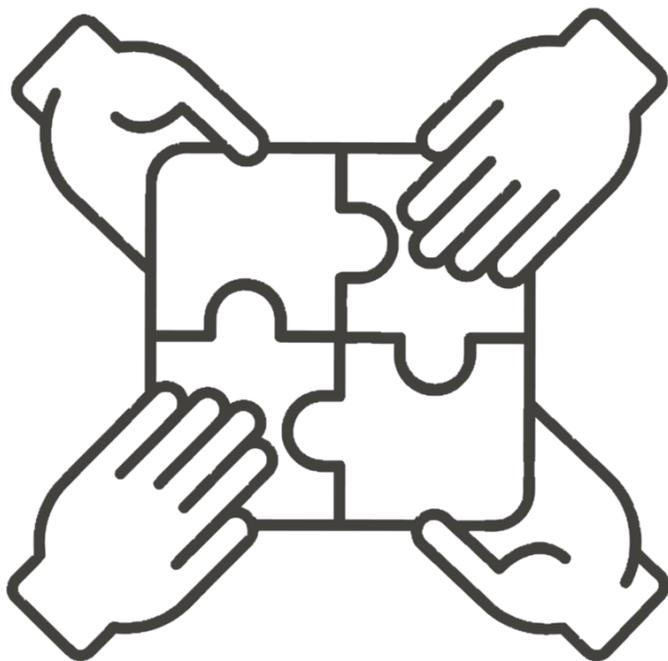


Engaging Communities Directly

Good Practices for Local Leadership

- Partnering directly with local or regional partners
- Co-creating with local or regional partners
- Making descriptive, not prescriptive awards to local and/or regional partners
- Helping local and regional partners achieve full cost recovery
- Using demand driven capacity strengthening approaches
- Advancing local and regional actors' readiness to work directly with USAID
- Measuring programmatic success using locally defined measures
- Making local subawards and subcontracts
- Including the transition award process in prime assistance awards
- Conducting evaluations with local experts
- Conducting listening tours to inform activity design
- Co-creating with stakeholders, including local communities
- Institutionalizing feedback and accountability with local communities
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Help Us Build a Shared Understanding



We continue to seek insights, guidance, and other input to help us better understand and communicate about our work together advancing Local Leadership in USAID programming. Please reach out to the LLP Indicator team at llp-reporting@usaid.gov with questions, insights, and recommendations for advancing this work together.